Manpower 101

Updated 6 Nov 2003

Intro/Outline

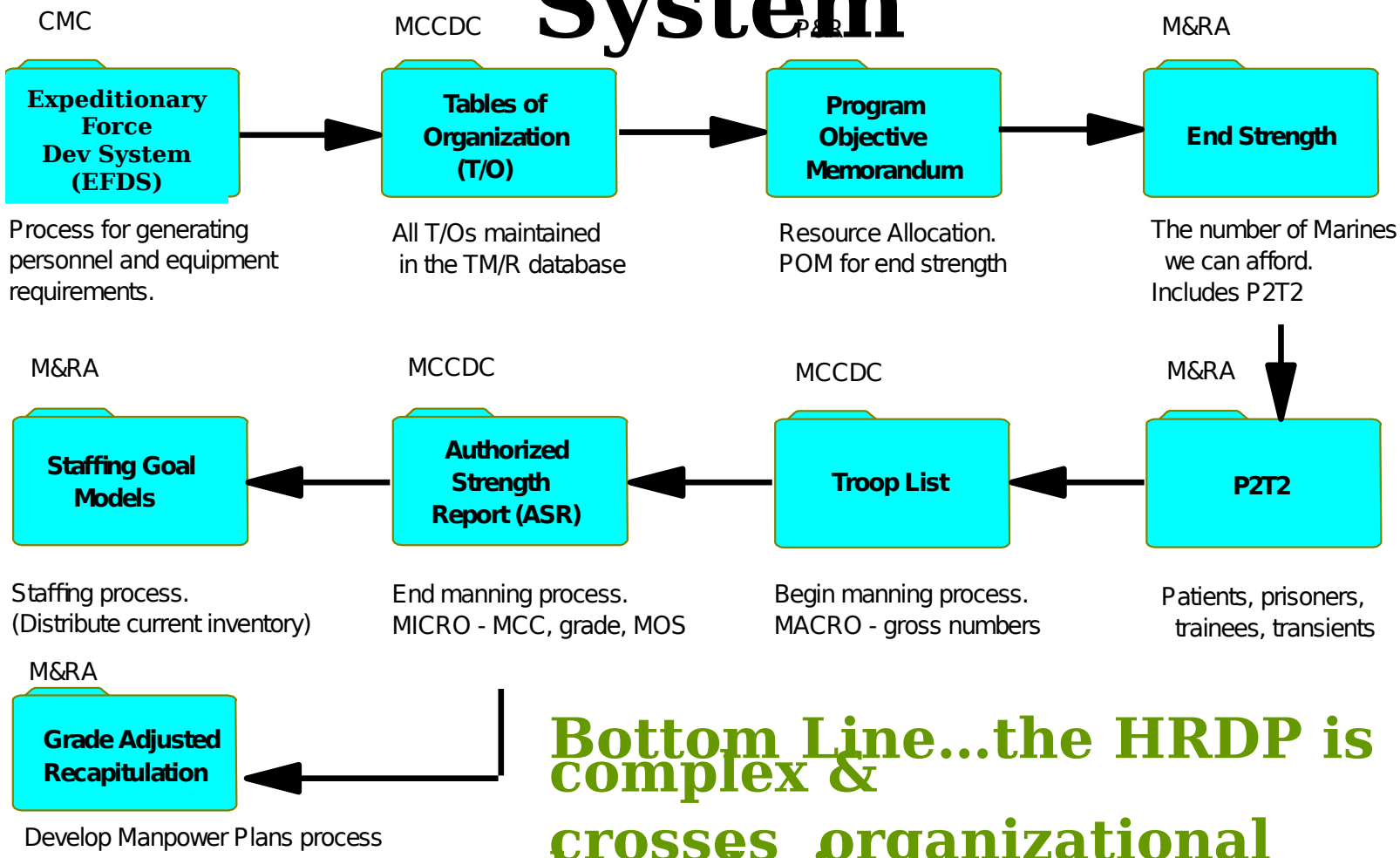
- **Briefers' background**
- **Class information**
- **Billets (TFSD) vs. People (M&RA)**
- **Fable**
- **Goals**
  - **Education tie-in**
  - **Introduce system complexities**
  - **Discuss thoughts**

The Manpower System

- Objective of the Manpower System
  - Provide the appropriate number of trained and experienced Marines to commanders to perform their missions.

Bottom Line…"The right Marine, at the right t
at the right place, with the right skills."

The Manpower System



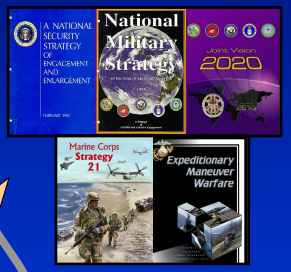
Bottom Line…the HRDP is complex & crosses organizational boundaries

MARINE CORPS EXPEDITIONARY FORCE DEVELOPMENT SYSTEM (EFDS)

Planning: The art and science of envisioning a desired future and laying out effective ways of bringing it about. (MCDP 5)

FIELDED CAPABILITY FOR CINCs AND OPERATING FORCES

MROC PROCESS


A NATIONAL SECURITY STRATEGY OF ENGAGEMENT AND ENLARGEMENT
National Military Strategy
Joint Vision 2020
Marine Corps Strategy 21
Expeditionary Maneuver Warfare

MARINE CORPS PLANNING PROCESS

RESOURCING THE 21ST CENTURY MARINE CORPS

TRANSITION

MISSION ANALYSIS

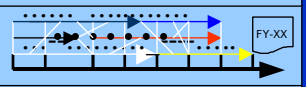
ORDERS DEVELOPMENT

COA DEVELOPMENT

COA COMPARISON AND DECISION

COA WARGAME

ADVOCATES EXECUTE



TRANSITION TASK FORCE PLANS

ADVOCATE MISSION ANALYSIS

ADVOCATE DETERMINES CAPABILITIES & REQUIREMENTS

POM

DC, P&R

RESOURCE ALLOCATION PROCESS

ADVOCATE GENERATED UNIVERSAL NEED STATEMENT (UNS)

COA SOLUTIONS
CG, MCCDC DEVELOPS

D O T M L P F

ADVOCATES SELECT

MATERIEL | NON-MATERIEL

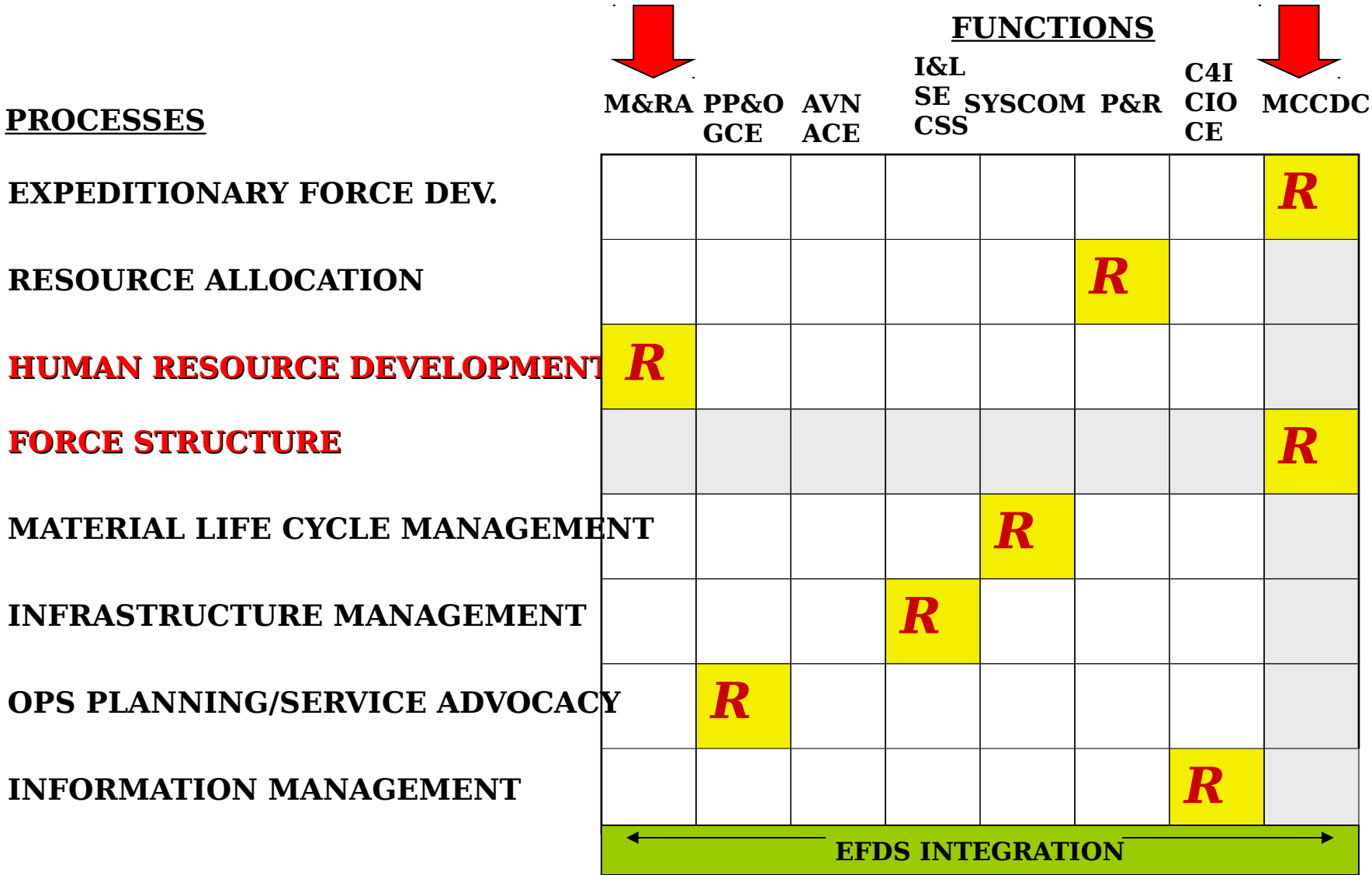
D DOCTRINE
O ORGANIZATIONS
T TRAINING
M MATERIEL
L LEADERSHIP & EDUCATION
P PERSONNEL
F FACILITIES

MAGTF ADVOCATES

CE - DC, CD
GCE - DC, PP&O
ACE - DC, AVIATION
CSSE - DC, I&L
SE - DC, I&L

KEY EFDS ELEMENTS

PROCESS OWNERS



HISTORICAL OVERVIEW

1985 DOD BECOMING INVOLVED TO STREAMLINE/SOLIDIFY PROCESSES FOR REQUI DETERMINATION AND MATERIAL ACQUISITION

1986 PACKARD COMMISSION RECOMMENDED NEW PROCEDURES BE ESTABLISHED IMPROVE DEFENSE MANAGEMENT AND ORGANIZATION

1992 MARINE CORPS BEGAN FORMALIZING COMBAT DEVELOPMENT PROCESS (CDP RESPONSE TO DOD ACQUISITION PROCESS: *CREATED* MARINE CORPS COMBAT DEV COMMAND (MCCDC) AND THE MARINE CORPS SYSTEMS COMMAND (MARCORSYSC

10 MAY 1993 MARINE CORPS COMBAT DEVELOPMENT PROCESS (CDP) MCO P3900.1 -ESTABLISH CDP TO IDENTIFY, OBTAIN, AND SUPPORT NECESSARY USMC CAPABILIT

MAR 1996 TOTAL FORCE STRUCTURE DIVISION ESTABLISHED AS A RESULT OF MAR CONTINUOUS PROCESS IMPROVEMENT PROGRAM (MCCPIP)

9-13 MAY 1997 AND 6-10 JUNE 1997 MARINE CORPS CONTINUOUS PROCESS IMPRO PROGRAM (MCCPIP) WORKSHOPS HELD TO IMPLEMENT/ASSIST TOTAL FORCE STR DIVISION *BEGIN ITS ROLE AS OWNER* OF THE CROSS-ORGANIZATIONAL PROCESS (Participants included Mr Donahoe, Mrs Cheek, LtCol Baker, Mr Merle, and Mr Plant)

14 JAN 99 TOTAL FORCE STRUCTURE PROCESS (TFSP) MARINE CORPS ORDER 5311.1C APPROVED AND PUBLISHED

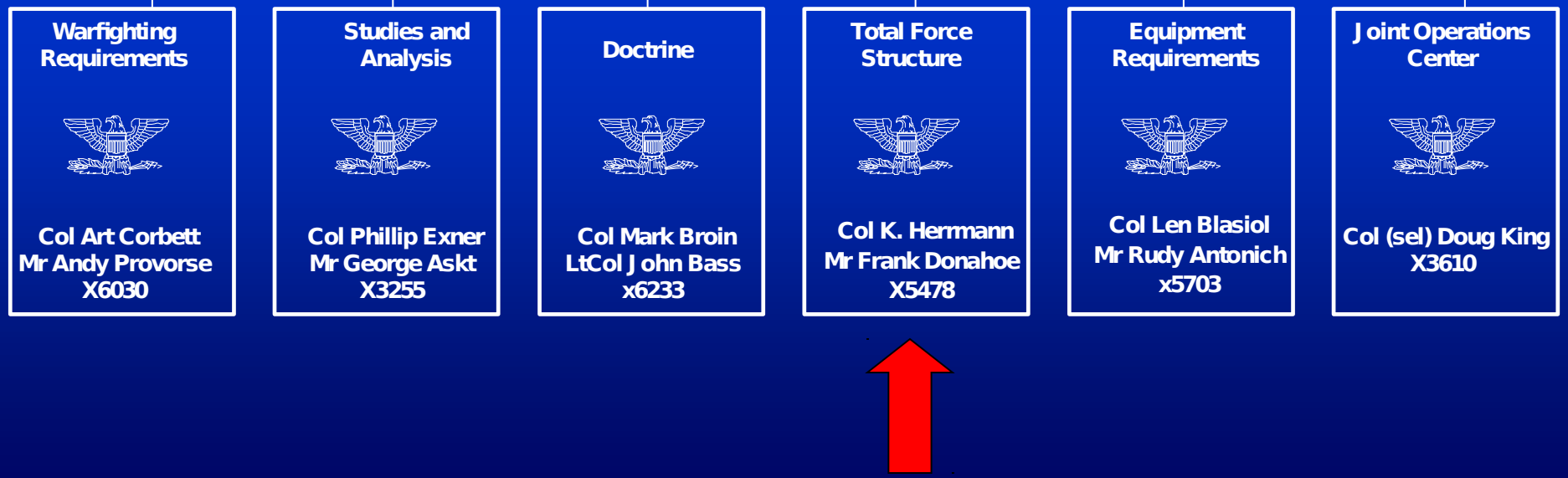
MCCDC'S ROLE

TOTAL FORCE STRUCTURE PROCESS (TFSP)
MCO 5311.1C

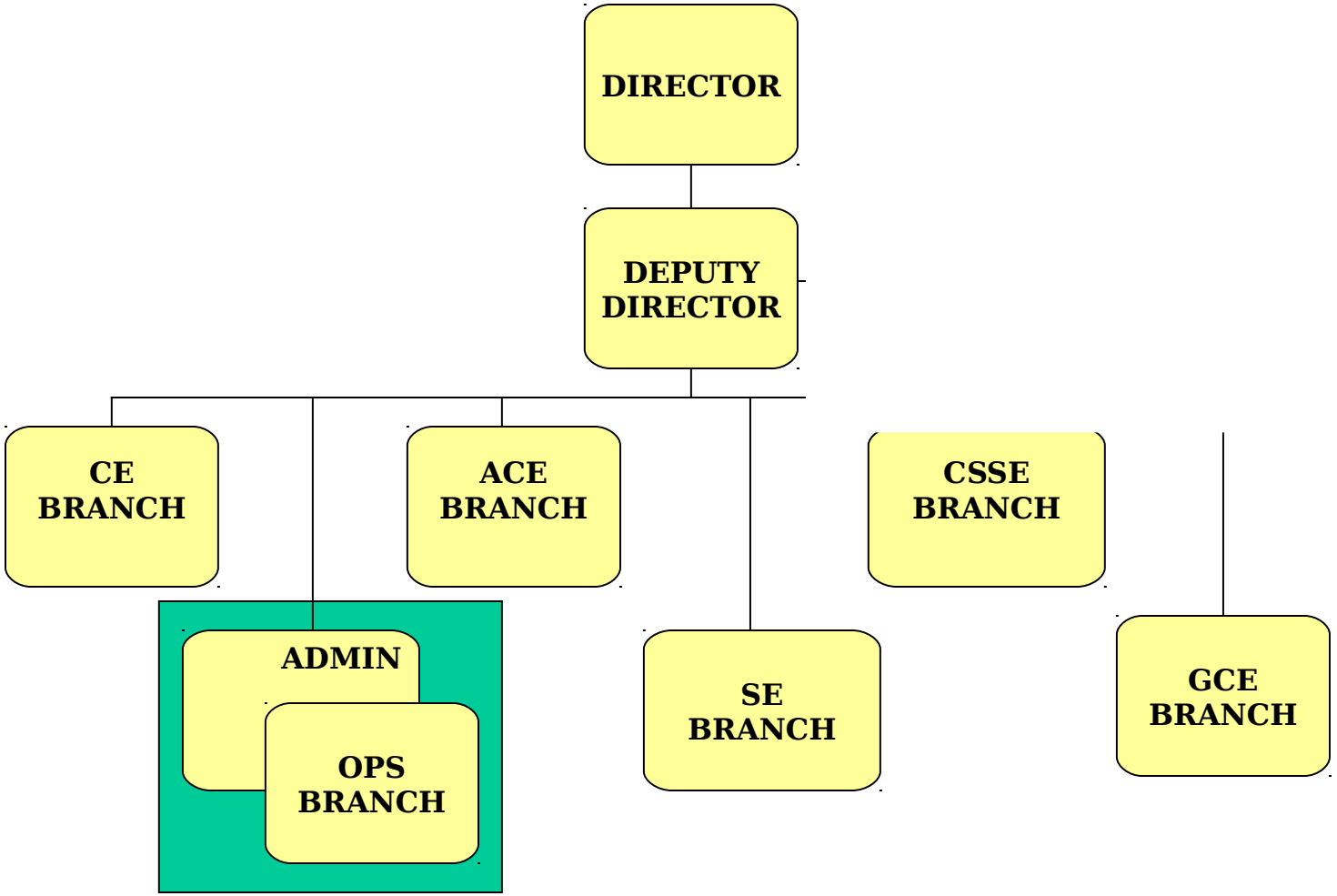
MCCDC Organization

(http://www.mccdc.quantico.usmc.mil)

Deputy Commanding General
Combat Development
Expeditionary Force
Development Center
BGen (sel) Robert Schmidle
Deputy – Mr James N. Strock


Warfighting Requirements
Col Art Corbett
Mr Andy Provorse
X6030
Studies and Analysis
Col Phillip Exner
Mr George Askt
X3255
Doctrine
Col Mark Broin
LtCol John Bass
x6233
Total Force Structure
Col K. Herrmann
Mr Frank Donahoe
X5478
Equipment Requirements
Col Len Blasiol
Mr Rudy Antonich
x5703
Joint Operations Center
Col (sel) Doug King
X3610

TFSD
Organizational chart



What is Force Structure?

"The number, size, and composition of Marine Corps units (expressed in terms of T/O's and all equipment allowances) required to perform the Marine Corps mission."

- ALMAR 77/96

TFSD *Mission*

To integrate the manpower & equipment required by the Marine Corps to enhance the fundamentals of Expeditionary Maneuver Warfare and to fulfill its Title 10 requirements.

TFSD determines Total Force manpower (active duty eserve Marines and sailors, and civilian) and equipme requirements, allocates the resources against these requirements, and provides a singular framework for integrating force structure decisions.

<u>TFSD Mission:</u> To build capabilities-based units -- integrating people and equipment into organizations that can Make Marines and Win battles.

Peopl e + Equipment = Capabilities

TFSD Tasks

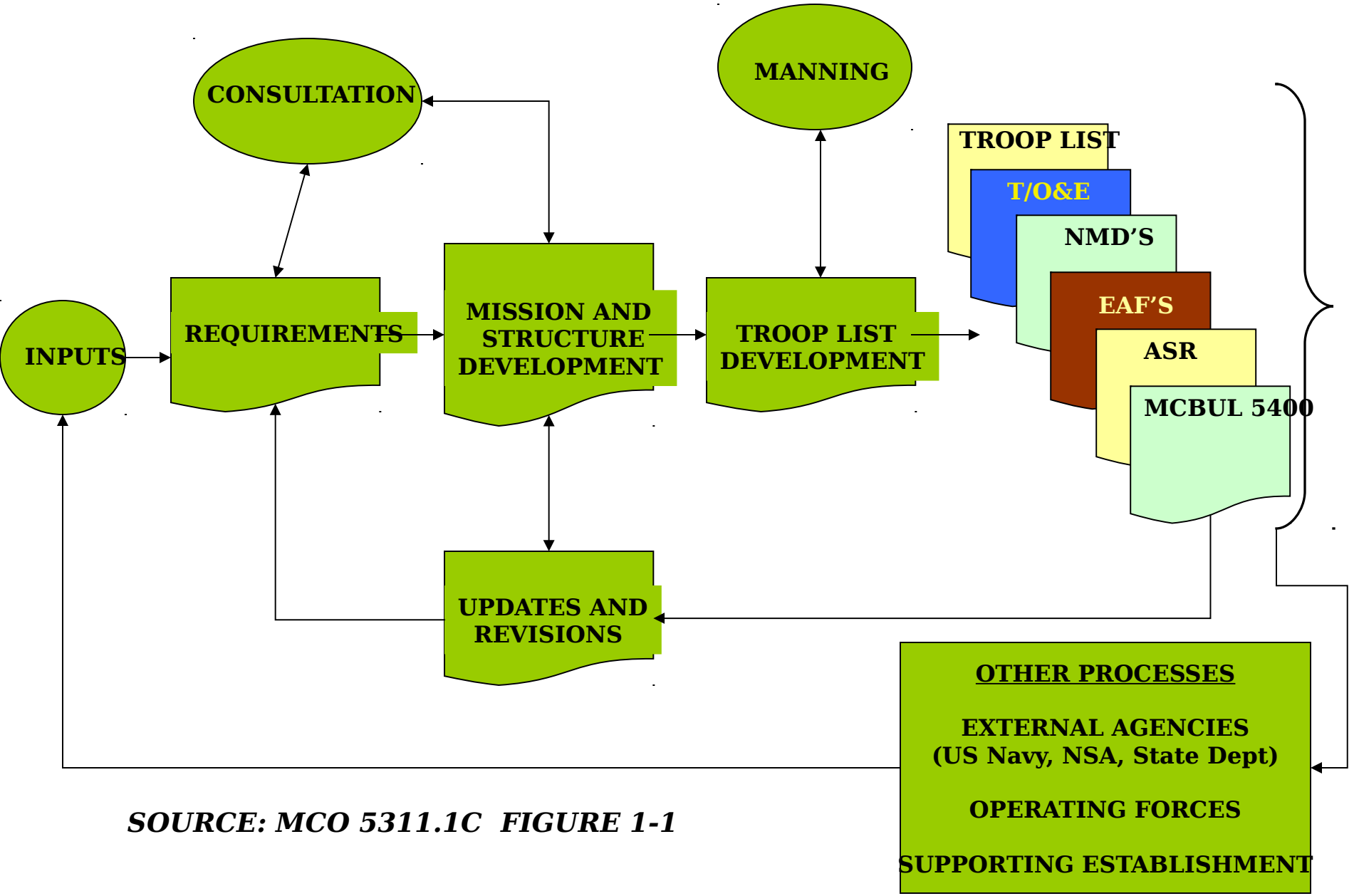
1) Manage the Marine Corps Total Force Structure Process (TFSP).
2) Maintain and publish Tables of Organization and Equipment (T/O&Es).
3) Allocate available manning to all USMC units via the Trooplist (TL) and Authorized Strength Report (ASR) process.
4) Publish MCBul 5400s to implement force structure changes.
5) Maintain and publish mission statements for all Marine Corps units.
6) Analyze, determine and validate force structure requirements (manpower and equipment).
7) Determine equipment requirements via the Approved Acquisition Objective (AAO) process.
8) Document and maintain the database for all elements of

TFSD Tasks, abridged

- Manage total force manpower (Active, Reserve, & Civilian) and equipment requirements
- Coordinate with Operating Forces, SE, Advocates and others
- Integrate capabilities
- Allocate resources allocated based on priorities
- Tie together Mission Statement, T/O, & T/E

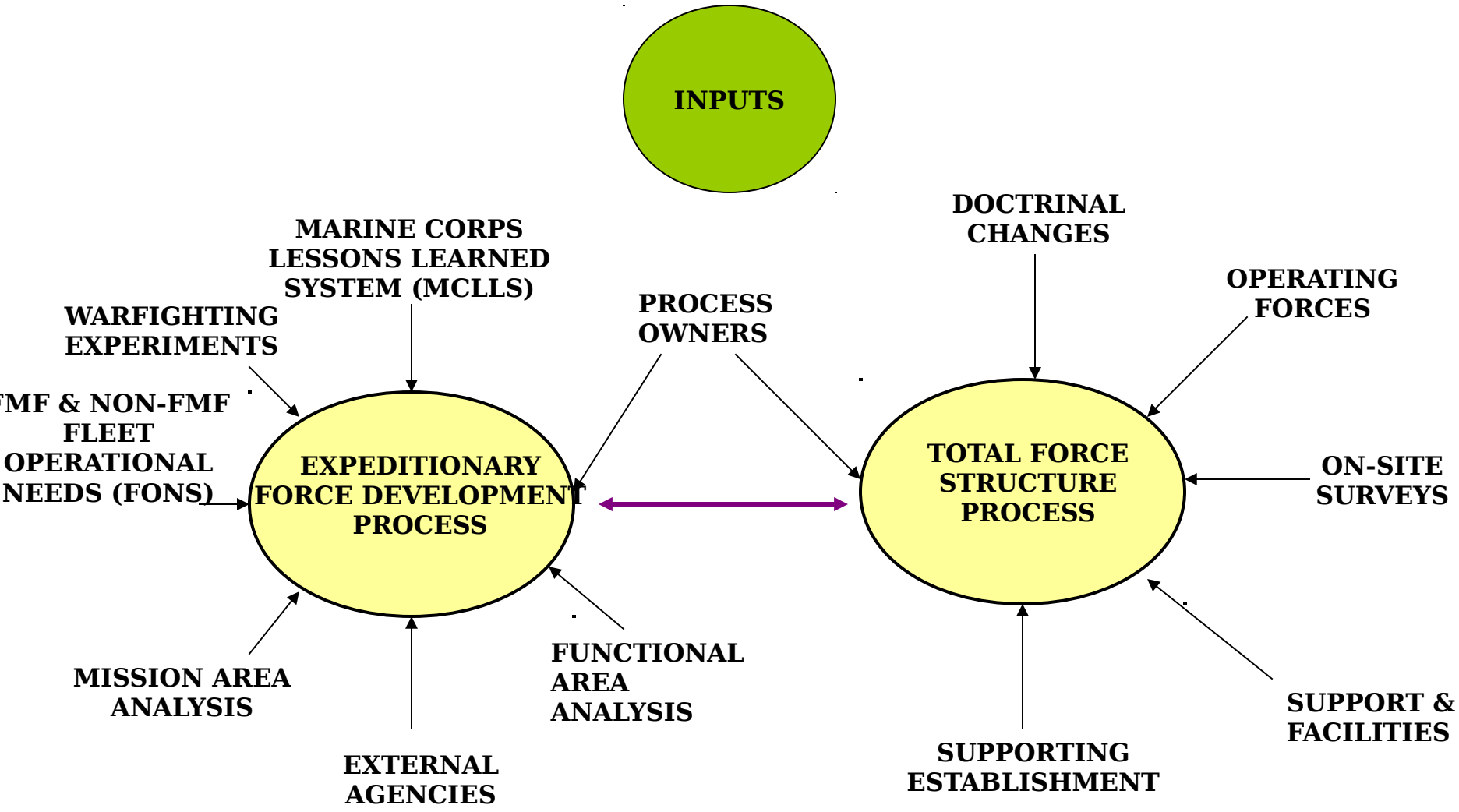
"Steward of the Commandant's structure/equipment"

TFSP FLOW DIAGRAM



SOURCE: MCO 5311.1C FIGURE 1-1

TOTAL FORCE STRUCTURE PROCESS FLOW DIAGRAM



SOURCE: MCO 5311.1C FIGURE 1-2

TFSP FLOW DIAGRAM

FOCUS

EXPEDITIONARY FORCE DEVELOPMENT SYSTEM

TOTAL FORCE STRUCTURE PROCESS

UNDER THE EFDS, DOCTRINE, ORGANIZATION, TRAINING, MATERIAL, LEADERSHIP & EDUCATION, PERSONNEL AND FACILITIES (DOTMLPF) CONSIDERATIONS ESTABLISH THE BASELINE FOR BOTH CURRENT AND FUTURE REQUIREMENTS OF THE MARINE CORPS

PROVIDES ORGANIZATIONAL ASSESSMENTS TO THE EFDS

RESPONSIBLE FOR DEVELOPING THE DETAILED FORCE STRUCTURE SUBJECT TO LIMITATION BY DOCTRINE SUPPORT & FACILITIES, AND BUDGETARY CONSTRAINTS

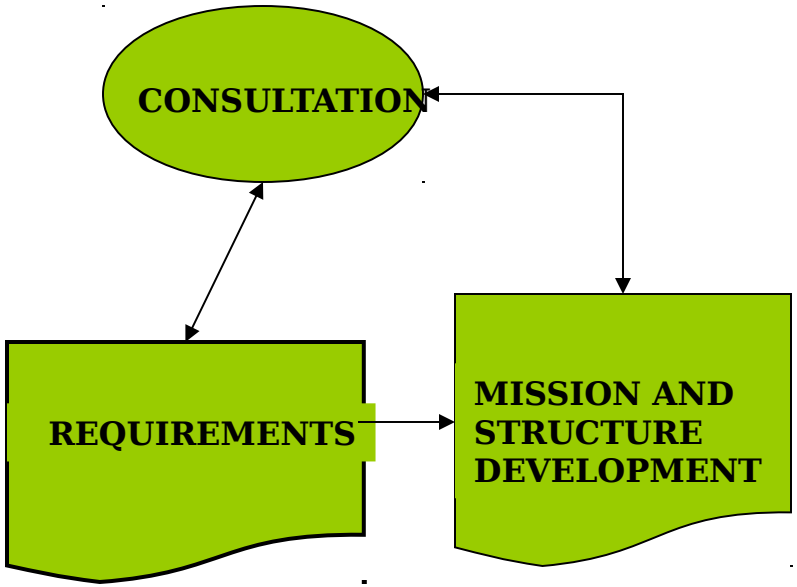
DEVISE SYSTEMS TO SUPPORT CAPABILITIES

DEVELOPS SOLUTIONS TO MEET REQUIREMENTS

PUBLISHES UPDATED REQUIREMENTS AND AUTHORIZED MANNING LEVELS IN THE TROOP LIST

THE EFDS FORWARDS THOSE REQUIREMENTS TO THE TFSP

TFSP FLOW DIAGRAM



Requirements:

-Comparison of like units/evaluation of

Mission Statement, unit design, redesign

- chargeable structure billets (T/O's)

- equipment allowances (T/E's)

5400 Bulletin, SECNAV/Congressional

Appropriate staffing (consultation)

- Headquarters agencies, MARFORs, and logistics bases

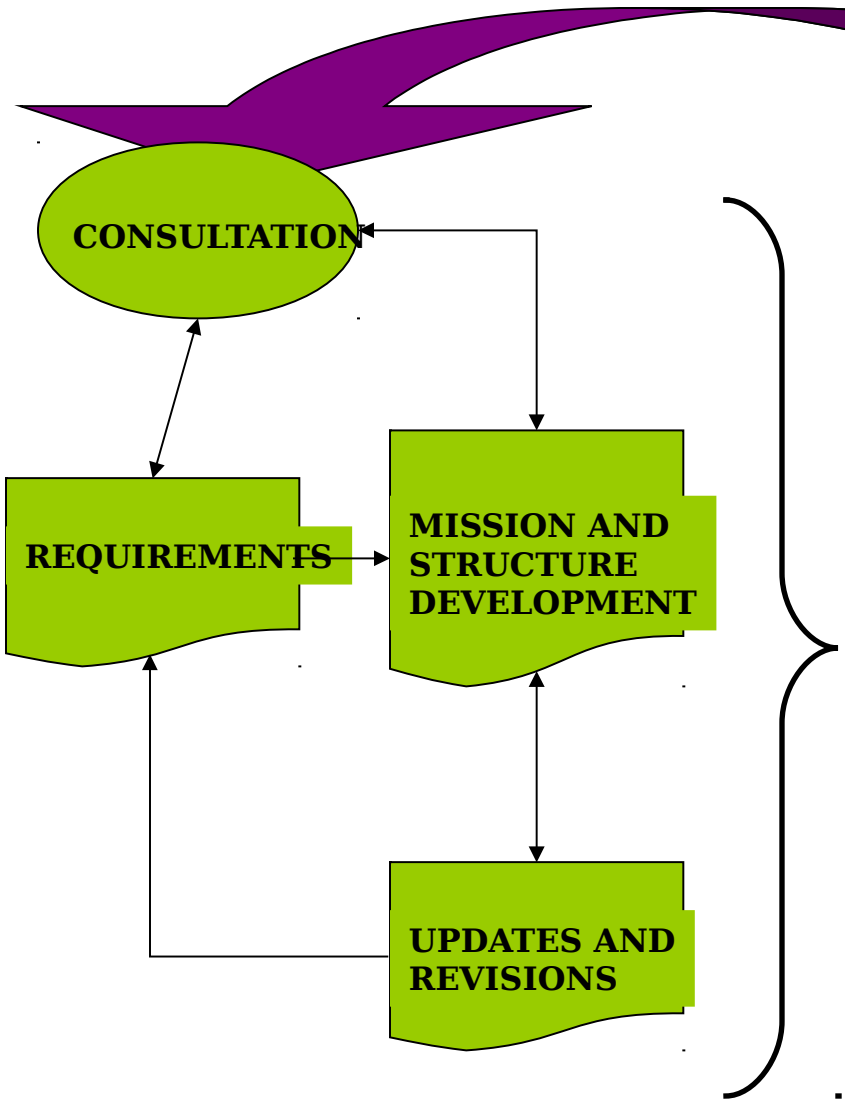
JUSTIFICATION

PRIORITIZATION

COMPENSATION

SOURCE: MCO 5311.1C FIGURE 1-1

TFSP FLOW DIAGRAM

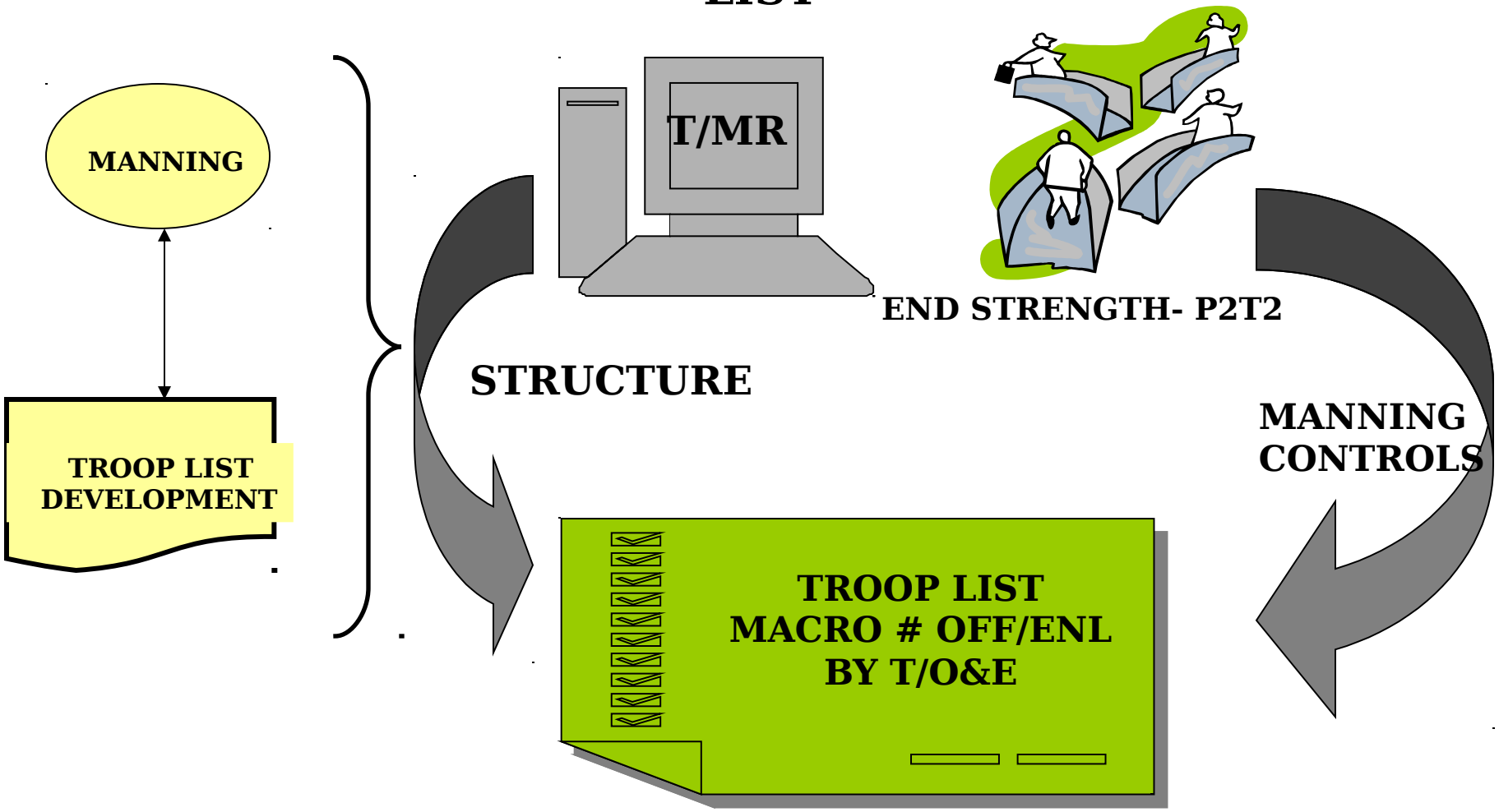


Consultation: "The Players" & WGs

- **Requesting Units/MARFORs**
- **Functional Leaders**
  Aviation, PP&O, I&L (LP/LF), MCCDC
- **Occupational Field Managers**
- **MOS Specialists**
- **Billet Coordinators (functional area of expertise)**
  Listed in MCBul 5320

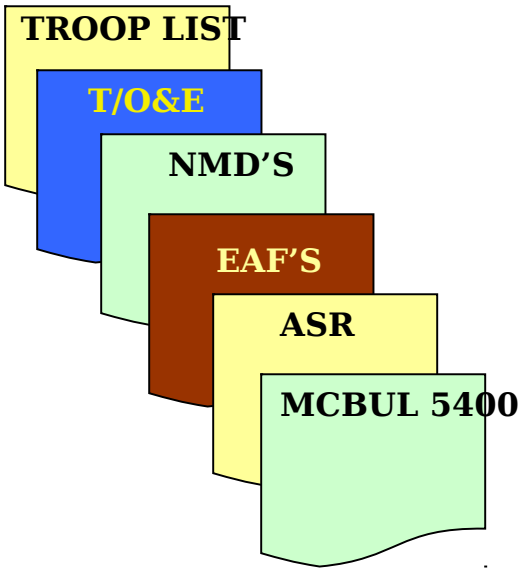
SOURCE: MCO 5311.1C FIGURE 1-1

TFSP FLOW DIAGRAM
TROOP LIST



SOURCE: MCO 5311.1C FIGURE 1-1

TFSP OUTPUTS



- **Troop Lists:** ***Semi-annually (Feb & Aug)***
- **Tables of Organization & Equipment (T**
  semi-annually
- **Navy Activity Manpower Documents (N**
- **Equipment Allowance Files (EAF)**
- **Authorized Strength Reports (ASR)**
- **Marine Corps Bulletin (MCB 5400)**

SOURCE: MCO 5311.1C FIGURE 1-1

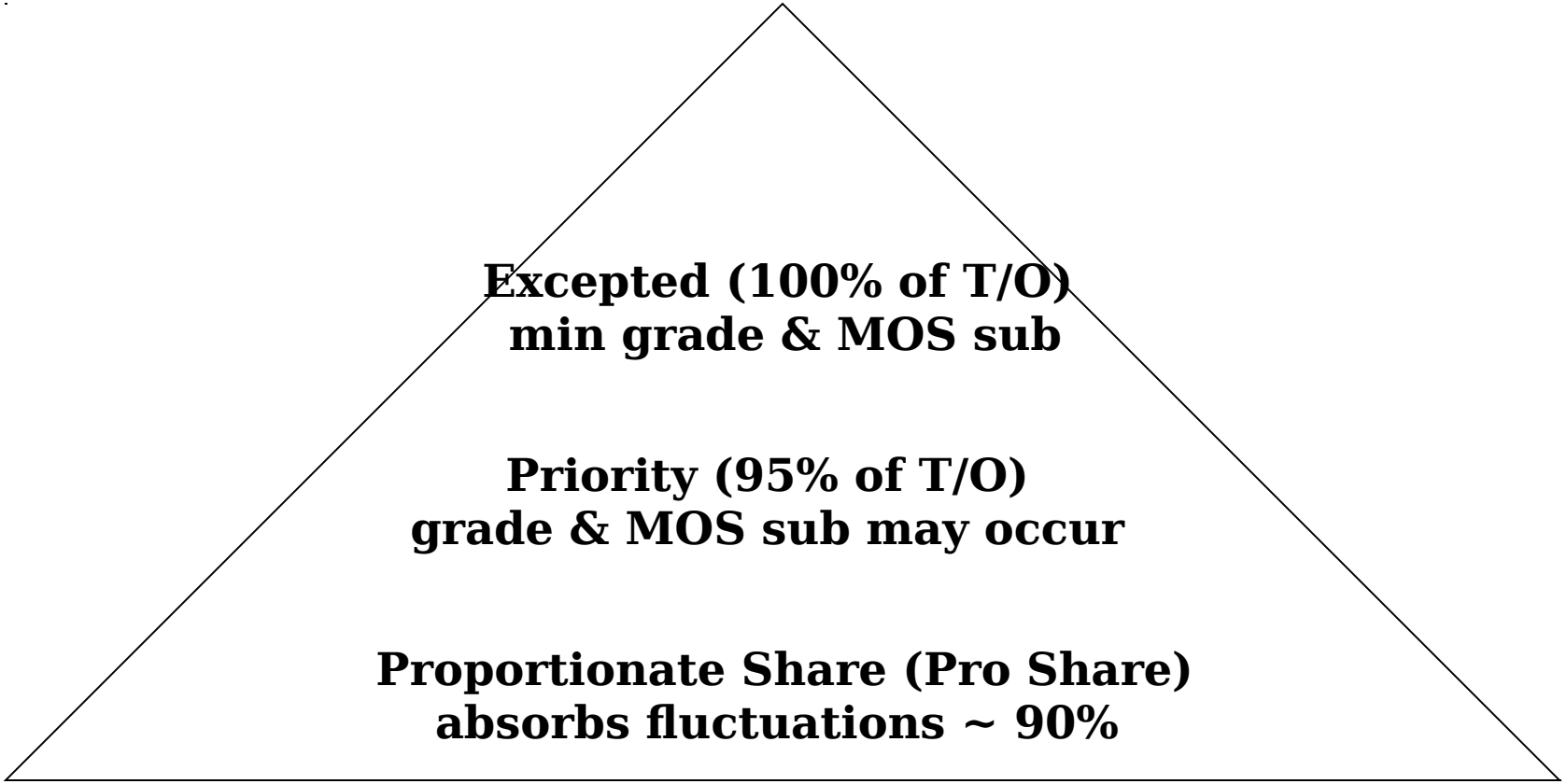
TROOP LIST

T/O	Title	MCC		Off Str 2001	Enl Str 2001	Off Str 2002	Enl Str 2002	Off Str 2003
1013G	A 1-1	V22	T/O	6	176	6	176	6
			MANNING	6	167	6	167	6
1013G	B 1-1	V22	T/O	6	176	6	176	6
			MANNING	6	167	6	167	6
1013G	C 1-1	V22	T/O	6	176	6	176	6
			MANNING	6	167	6	167	6
1027H	WPNS CO 1-1	V22	T/O	5	141	5	141	5
			MANNING	5	133	5	133	5
1037F	HQSVC CO 1-1	V22	T/O	22	172	22	171	22
			MANNING	19	163	19	162	19
	TOTAL	V22	T/O	45	841	45	840	45
	TOTAL		MANNING	42	797	42	796	42

AUTHORIZES STRUCTURE = T/Os
ALLOCATES MANNING (in gross #s, total O/E in each T/O)
PRODUCED SEMI-ANNUALLY (Feb & Aug)
BASIS FOR THE AUTHORIZED STRENGTH REPORT (ASR)

MCO 5320.12D
PRECEDENCE LEVELS FOR MANNING & STAFFING

‘This order integrates the individual manning and staffing
esses to prioritize the allocation of limited manpower resour


Excepted (100% of T/O)
min grade & MOS sub
Priority (95% of T/O)
grade & MOS sub may occur
Proportionate Share (Pro Share)
absorbs fluctuations ~ 90%

ASR

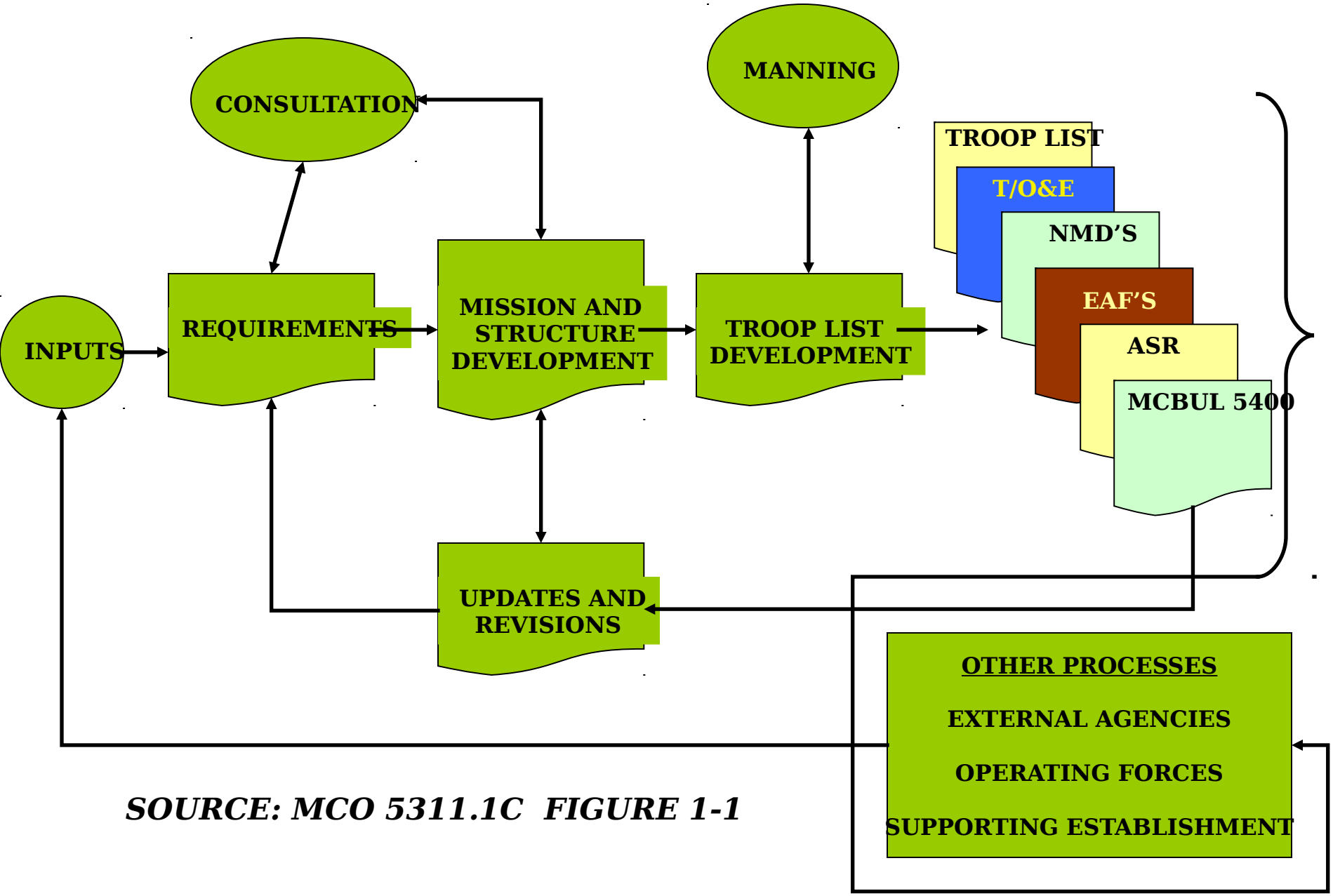
ASR for FY02: FEB 02 Trooplist															
				0	0	1	3	11	25	3	0	43	45	95.6%
MCC	FMF_F	MOS	TMR	E9_O7_W5	E8_O6_W	E7_O5_W	E6_O4_W2	E5_O3_W1	E4_O2O1	E3_WO	E2E1	ASR	T_O_100	ASR/TO
V22	F	0170	O	0	0	0	0	0	0	1	0	1	1	100.0%
V22	F	0180	O	0	0	0	0	0	1	0	0	1	1	100.0%
V22	F	0202	O	0	0	0	0	1	0	0	0	1	1	100.0%
V22	F	0203	O	0	0	0	0	0	1	0	0	1	1	100.0%
V22	F	0302	O	0	0	1	3	6	19	0	0	29	30	96.7%
V22	F	0306	O	0	0	0	0	0	0	1	0	1	1	100.0%
V22	F	0402	O	0	0	0	0	1	2	0	0	3	4	75.0%
V22	F	0602	O	0	0	0	0	0	1	0	0	1	1	100.0%
V22	F	3002	O	0	0	0	0	0	1	0	0	1	1	100.0%
V22	F	5702	O	0	0	0	0	0	0	1	0	1	1	100.0%
V22	F	7502	N	0	0	0	0	3	0	0	0	3	3	100.0%

CONVERTS TL MACRO #S INTO MICRO DETAIL SPECIFIC MOS & GRADE

PRODUCED SEMI-ANNUALLY (Feb & Aug)

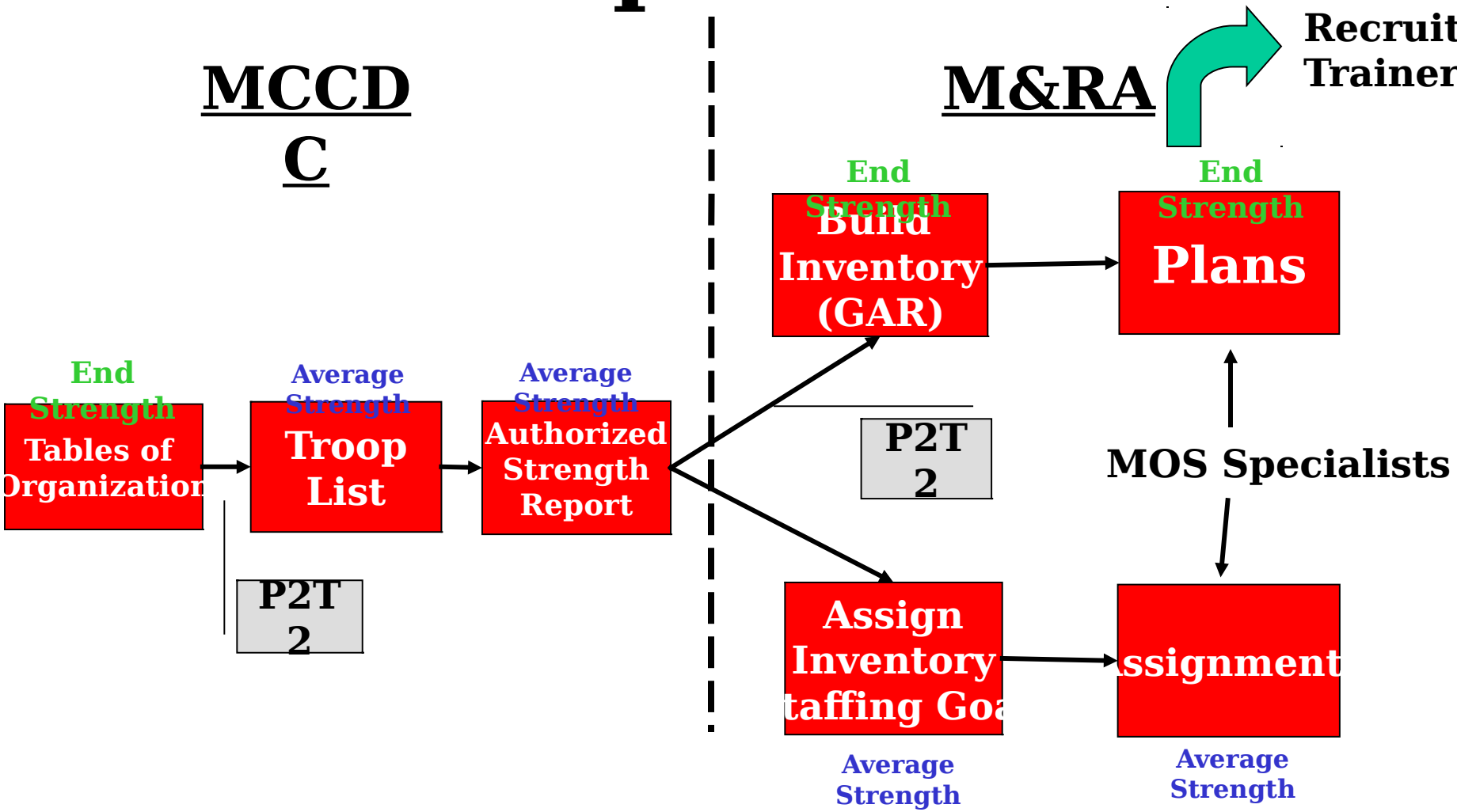
LINKING DOC BETWEEN MCCDC AND M&RA (MP/MM)

TOTAL FORCE STRUCTURE PROCESS FLOW DIAGRAM



SOURCE: MCO 5311.1C FIGURE 1-1

Manpower Requirements



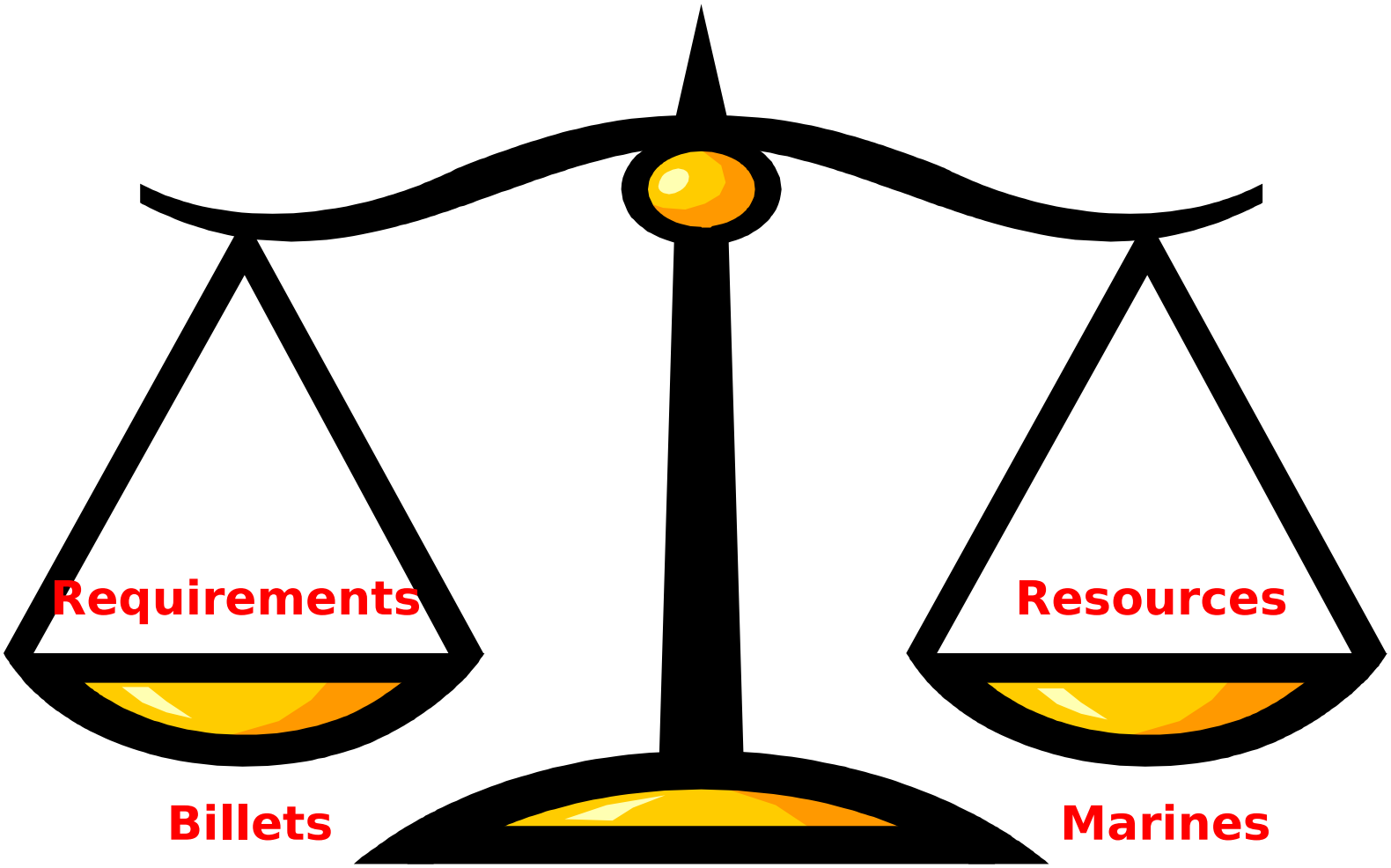
Bottom Line: ASR drives planning and creation of Manpower Requirements

GAR

GAR for FY02: FEB 02 Trooplist								
PMOS	**E9**	**E8**	**E7**	**E6**	**E5**	**E4**	**E1-E3**	**Total**
0121	0	0	0	0	484	669	1554	2707
0151	0	0	0	0	716	829	1474	3019
0311	0	0	0	0	1858	3273	8223	13354
0331	0	0	0	0	443	720	1657	2820
0341	0	0	0	0	475	845	1445	2765
0351	0	0	0	0	296	570	984	1850
0352	0	0	0	0	266	256	301	823
0369	76	235	731	1409	0	0	0	2451
3531	0	0	0	0	717	1219	3083	5019
5711	5	12	57	68	129	176	314	761
9999	439	654	0	0	0	0	0	1093

CONVERTS ASR MICRO #S INTO MACRO DETAIL SPECIFIC MOS & GRADE
CONSOLIDATES UNITS AND NON-PRIMARY MOSs
PRODUCED SEMI-ANNUALLY (Feb & Aug)
USED TO BUILD INVENTORY FOR ASSIGNMENTS

The Challenge



Objectives

- Maintain end-strength
- Shape end strength to meet requirements
- Promote at established points
- Maintain grade percentages
  - DOPMA
  - Top 2 Enlisted Grades
- Provide Definable Career Path

"People Related" Requirements

- Accession
  - How many? Incentives? When?
- Training
  - What skills? How long? Prerequisites?
- Retention
  - What skills? What Marines? What incentives?
- Promotion
  - When? How many?
- Assignments
  - Where? Who has priority? Gender? Best billet? Best Marine?

End Strength (FY 03) by Grade

- Active-Duty Enlisted
  - E-9 1,416
  - E-8 3,484
  - E-7 8,572
  - E-6 14,834
  - E-5 23,794
  - E-4 29,808
  - E-3/E-1 75,004
  - TOTAL **156,912**
    - E-9/E-8 = 3%
    - Top-6 Enl Gde = 52.2%
- Active-Duty Officer
  - GO 80
  - O-6 622
  - O-5 1,777
  - O-4 3,449
  - O-3 5,155
  - LT 5,155
  - WO 1,850
  - TOTAL **18,088**
    - DOPMA
    - Ceiling/Flow-points

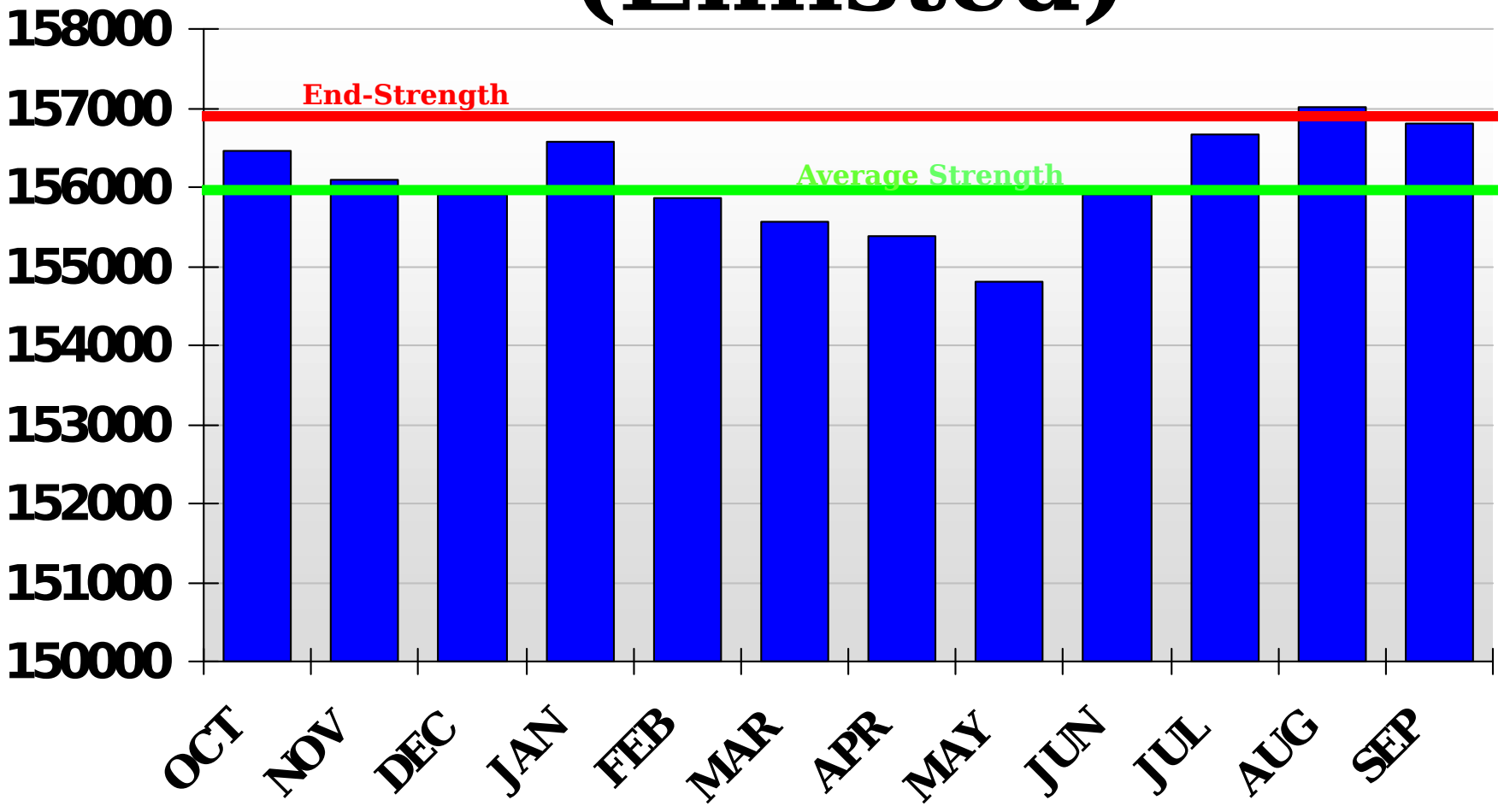
Bottom line... Target for 30 Sept 2003 is 175,000

Requirement vs Resources

	Officers	Enlisted	Total
Average Strength	18,265	156,703	174,968
P2T2	3,190	27,217	30,407
Available Manning	15,075	129,486	144,561
T/O Requirement	16,094	137,909	154,003
Delta	-1,019	-8,423	-9,442
Manning %	93.7%	93.9%	93.9%

Bottom Line… We are 9.4K short of filling the T/O

Average / End Strength (FY03) (Enlisted)



	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Monthly Strength	156460	156086	155901	156576	155873	155565	155381	154797	155911	156659	157007	156812

P2T2

- P2T2 is a DoD-mandated measurement
- Includes:
  - **Patients: hospitalized > 30-days**
  - **Prisoners: incarcerated > 30-days and < 6-months**
  - **Trainees: entry level accession or in excess 20-weeks**
  - **Transients: PCS/PCA (access, train, operational, rotational, and separation)**
- Excludes:
  - **TAD training, FAPs, nondeployables, and unit moves**

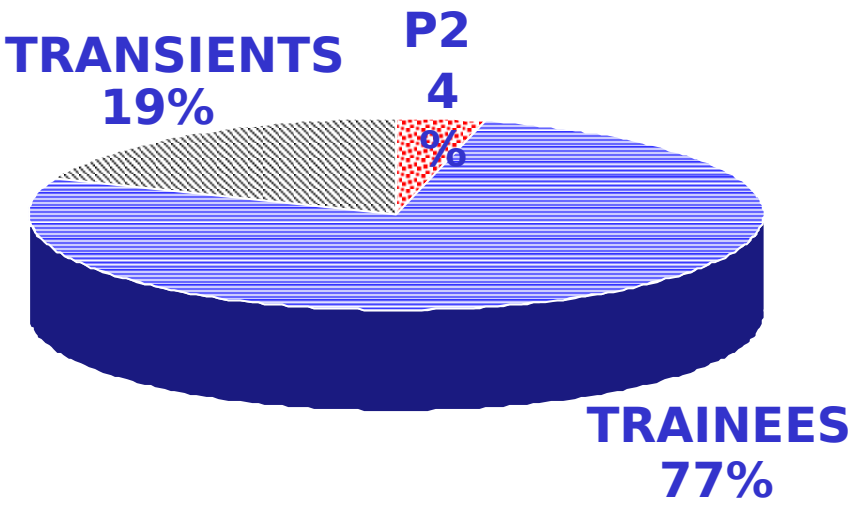
Bottom line… P2T2 Marines count against end-s
but are not assignable.

Manning Controls

BUDGETED STRENGTH: 175,000

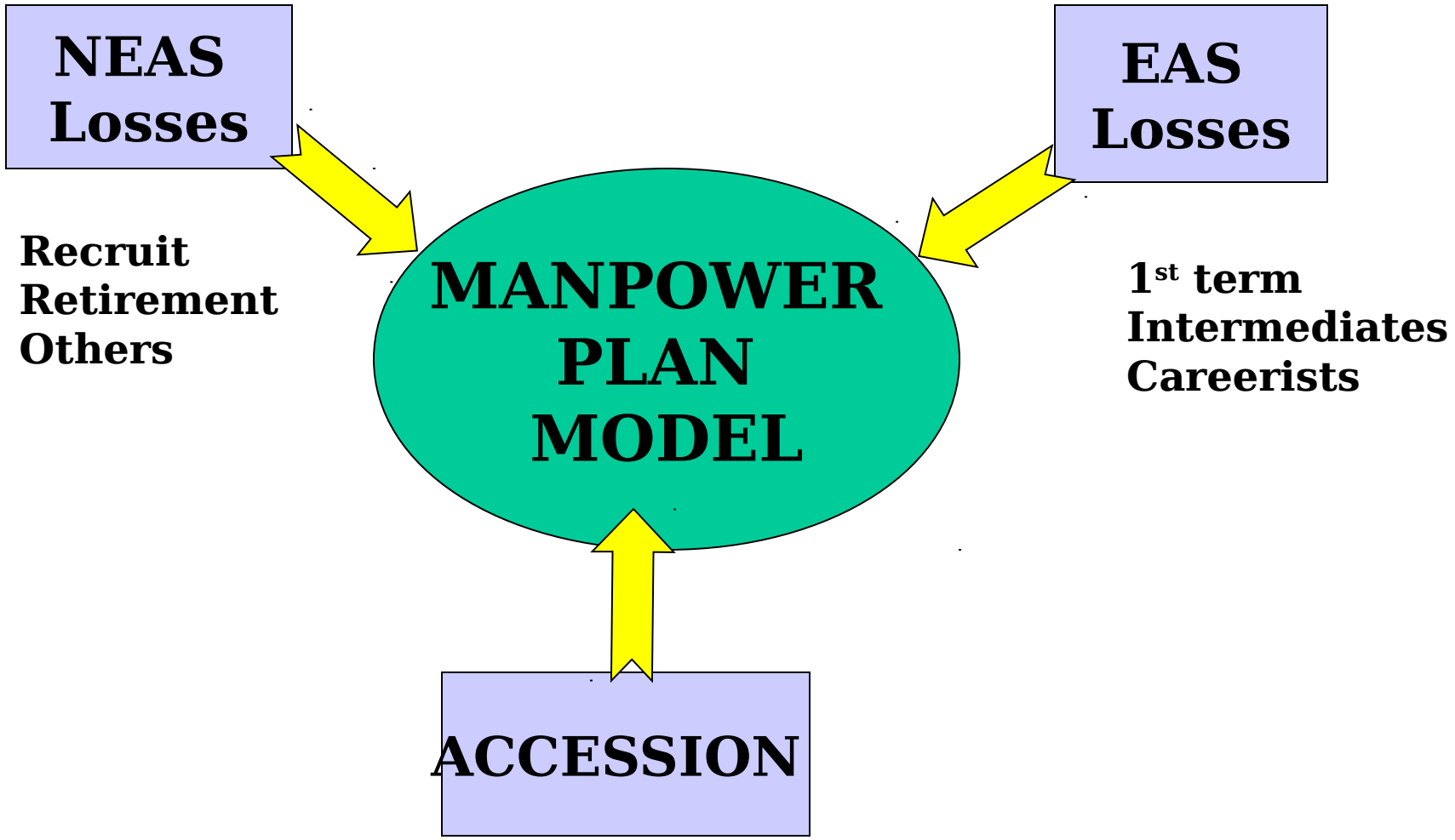
P2T2 **30,4**

AVAILABLE MANNING: 144,593

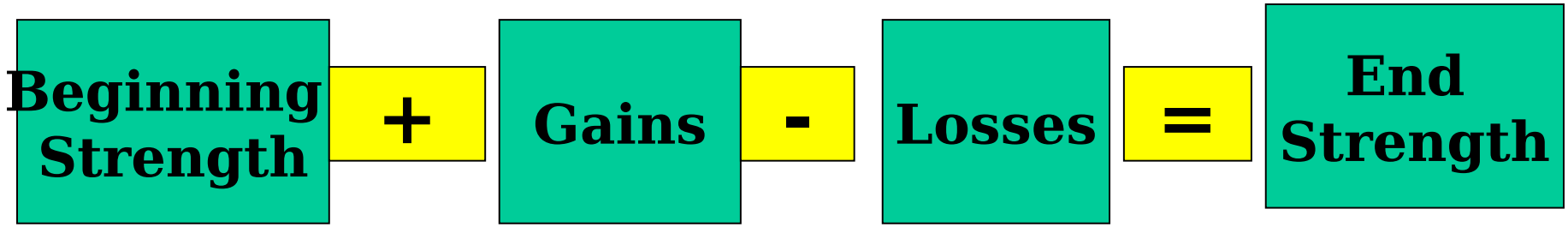


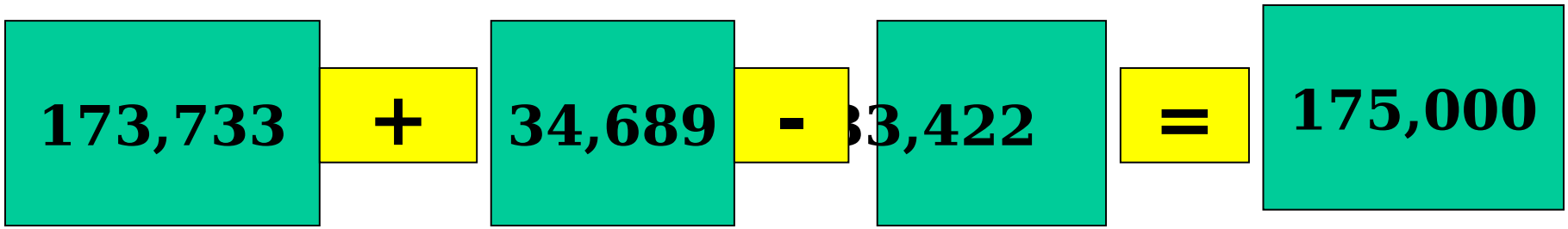
Bottom line… there are 144.6 K Marines to man 154

End Strength (Vacancy Driven)



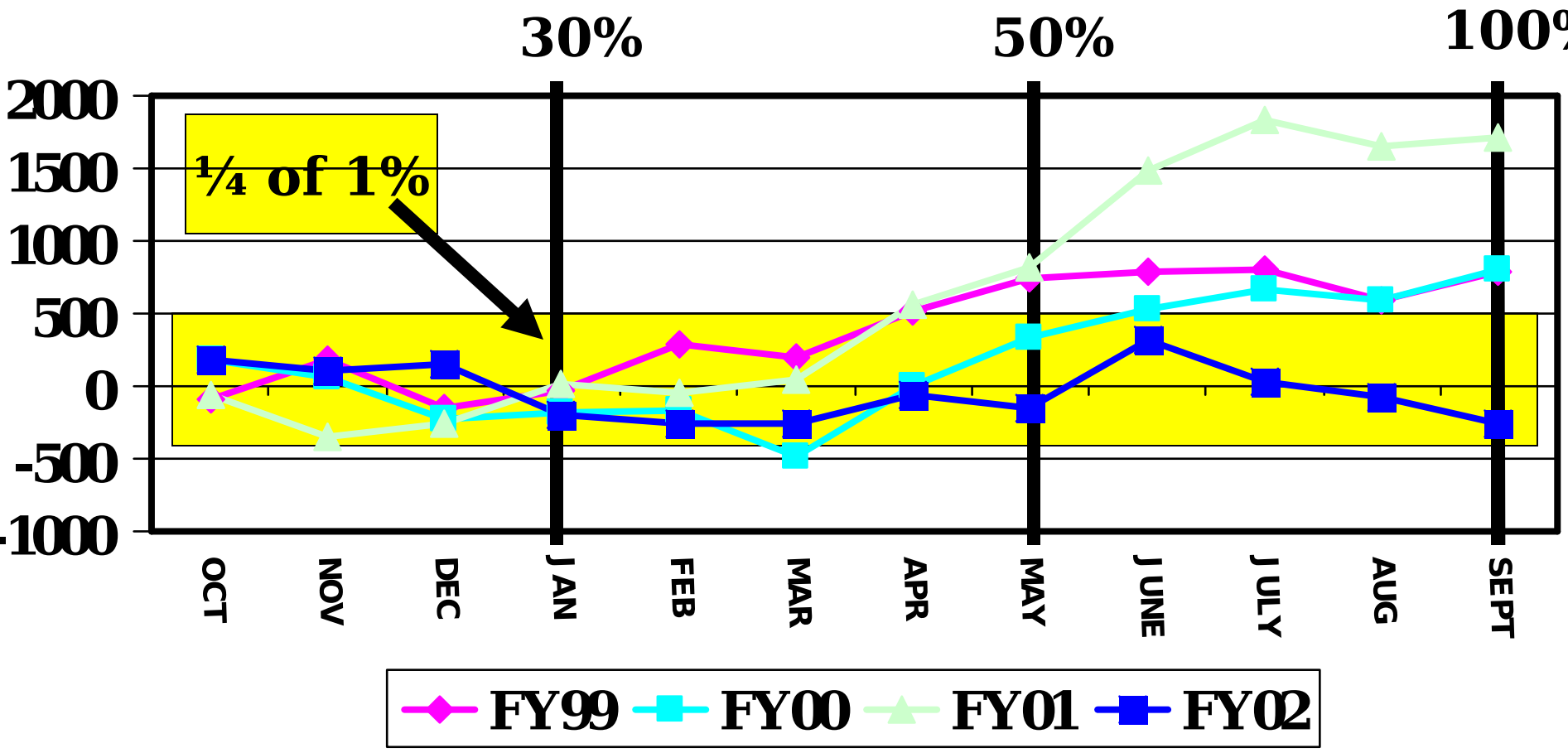
End Strength Equation
Accession Requirement





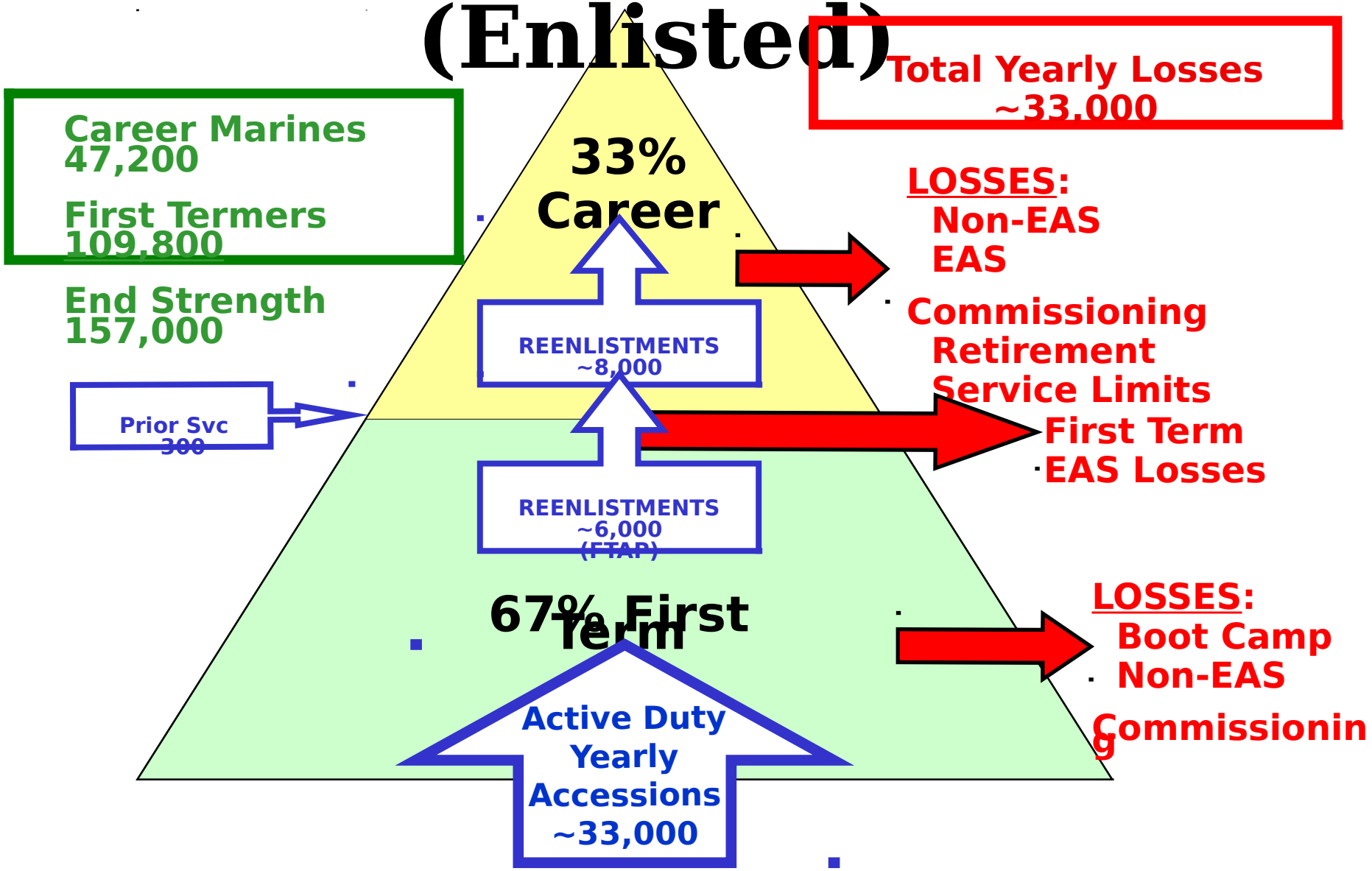
Accession requirement is 34,689

Forecasting Losses Error



ero line = forecast; above line =more Marines; below line =less Marine

Manpower Flows (Enlisted)



Enlisted Force

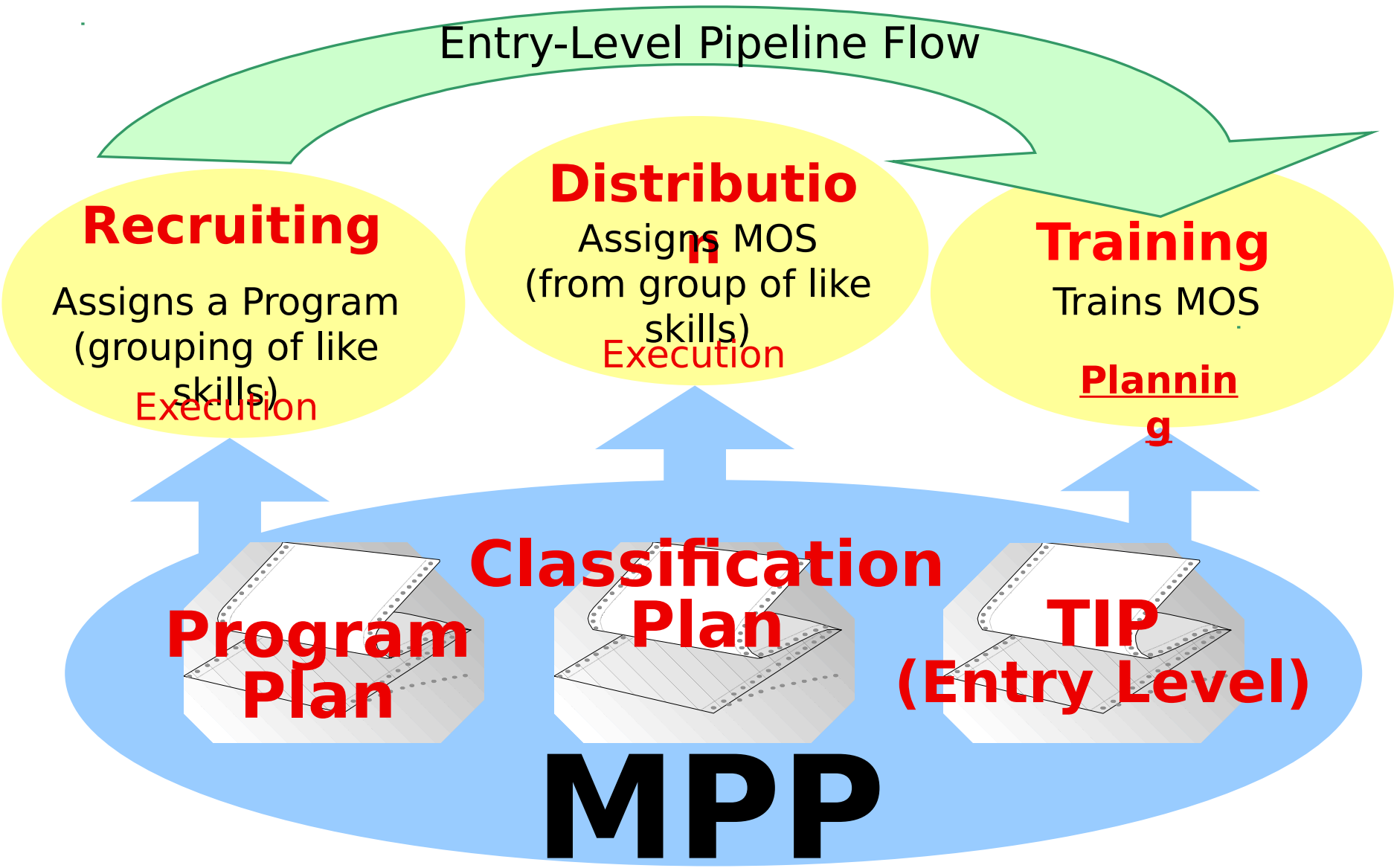
YOS vs. Grade

	E1-E3	E4	E5	E6	E7	E8	E9	YOS TOTALS
YOS						Annual Input:		33588
0	28767	14						28782
1	25303	783	8					26094
2	12732	11447	73					24252
3	1801	20036	675					22512
4	337	1369	6845	5				8556
5	89	533	5747	16				6386
6	64	320	4912	43	0			5339
7	49	194	4558	98	2			4901
8			2022	1690	19	0		3730
9			277	2929	49	0		3255
10			169	2592	87	0	0	2848
11			147	2289	101	0	0	2537
12			111	1961	156	1	0	2230
13				407	1560	8	0	1975
14				354	1482	17	0	1852
15				338	1416	27	0	1781
16				309	1358	52	1	1719
17				263	856	554	5	1678
18				256	331	1057	10	1654
19				249	336	1040	23	1648
20					163	710	34	907
21					66	487	48	602
22						90	319	409
23						56	271	327
24						39	222	262
25						25	187	212
26						16	144	160
27							121	121
28							99	99
29							85	85
TOTALS	69143	34696	25544	13799	7982	4178	1569	156912

(TIS/TIG Minimums)

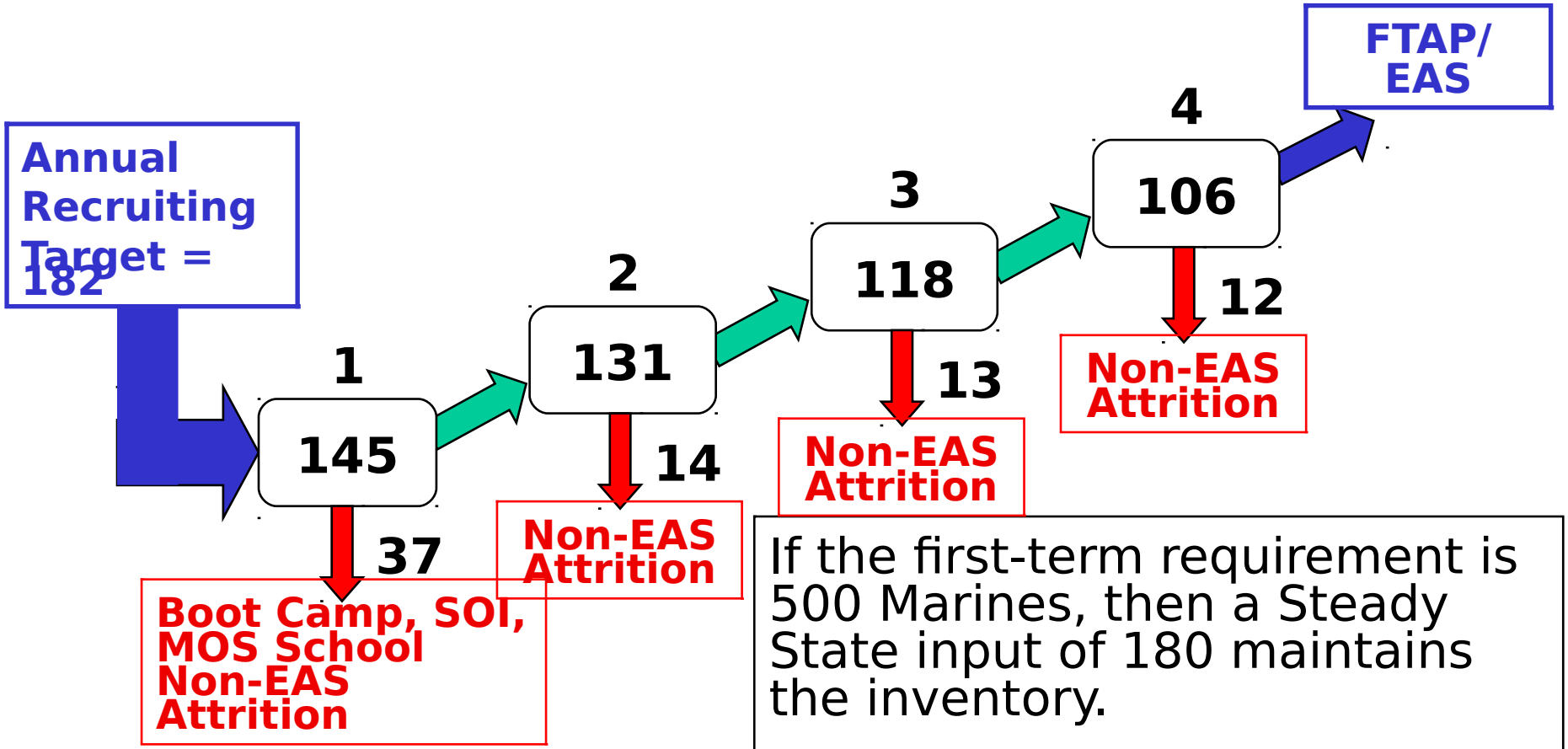
(Enlisted Career Force Controls)

Accession Requirements



Steady State Method

Targeting 500 Marines



If the first-term requirement is 500 Marines, then a Steady State input of 180 maintains the inventory.

(145 + 131 + 118 + 106) = 500

Accession Requirements
Enlistment Programs

PEF/ MOS	Description	SEX	TOE	Test Scores
BX	DATA SYSTEMS	M/F	4	GT110
4000	**Data Systems**			
4066	Small Computer Systems Specialist			
4067	Programmer, ADA			
0500	**Marine Air Ground Task Force Plans**			
0511	MAGTF Enlisted Planner			

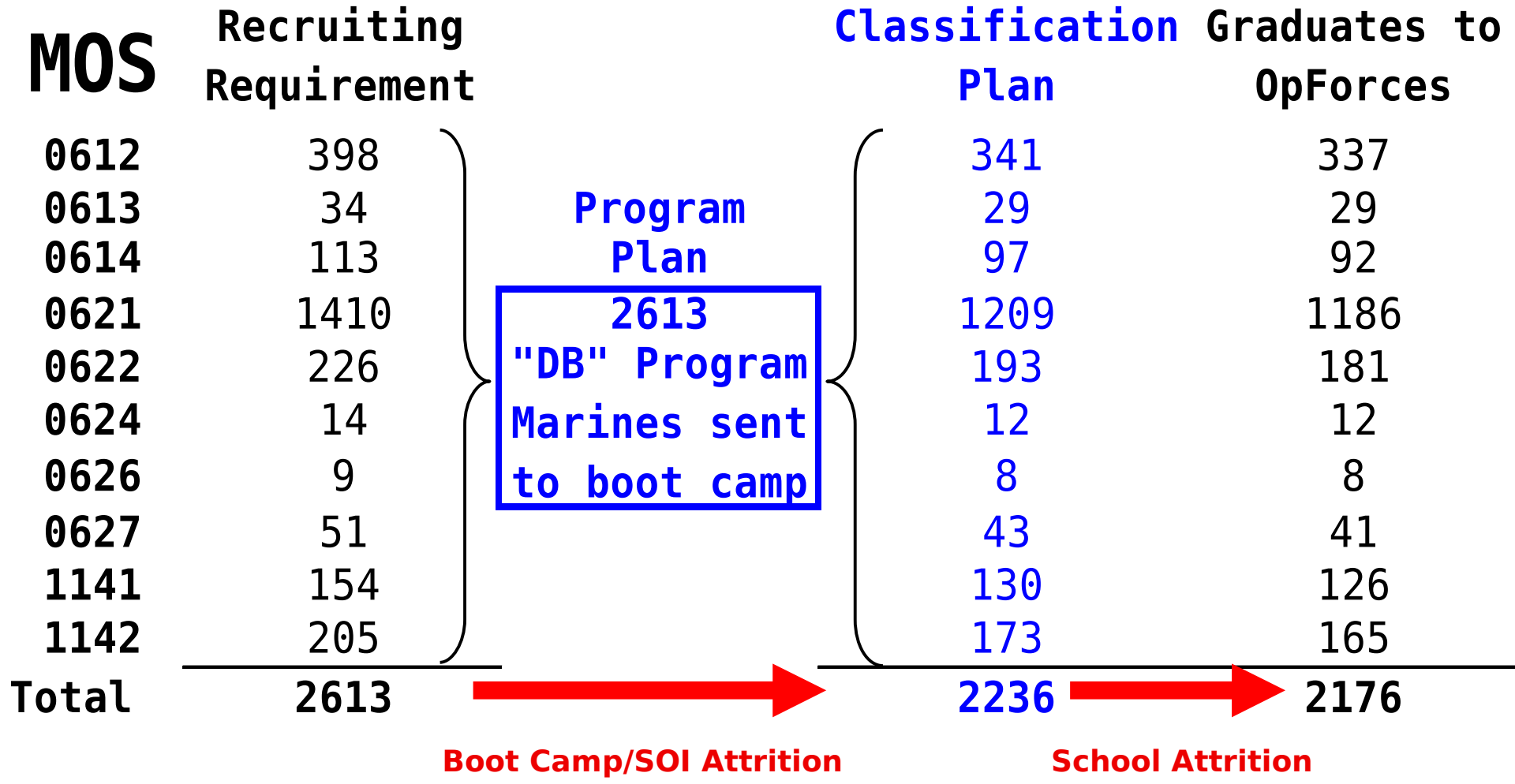
Program Notes:

• U. S. Citizen

PEF/ MOS	Description	SEX	TOE	Test Scores
DB	COMMAND AND CONTROL/ELECTRICIAN	M/F	4	EL95
0600	**Command and Control Systems**			
0612	Field Wireman			
0613	Construction Wireman			
0614	Unit Level Circuit Switch (ULCS) Operator/Maintainer			
0621	Field Radio Operator			
0622	Mobile Multichannel Equipment Operator			
0624	High Frequency Communication Central Operator			
0626	Fleet SATCOM Terminal Operator			
0627	Ground Mobile Forces SATCOM Operator			
1100	**Utilities**			
1141	Electrician			
1142	Electrical Equipment Specialist			

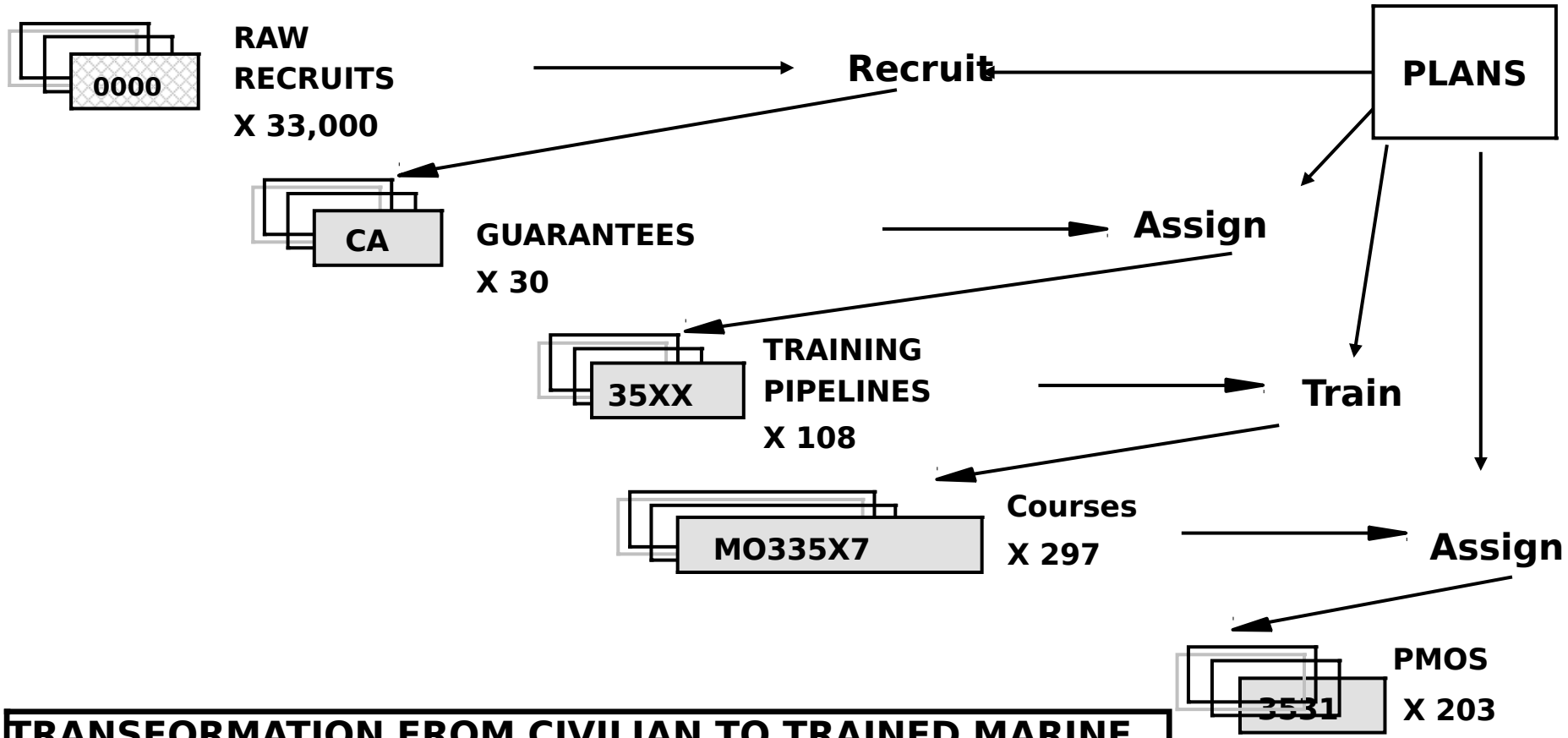
Accession Requirements

Enlistment Program Example



Accession Requirements

Enlistment Programs



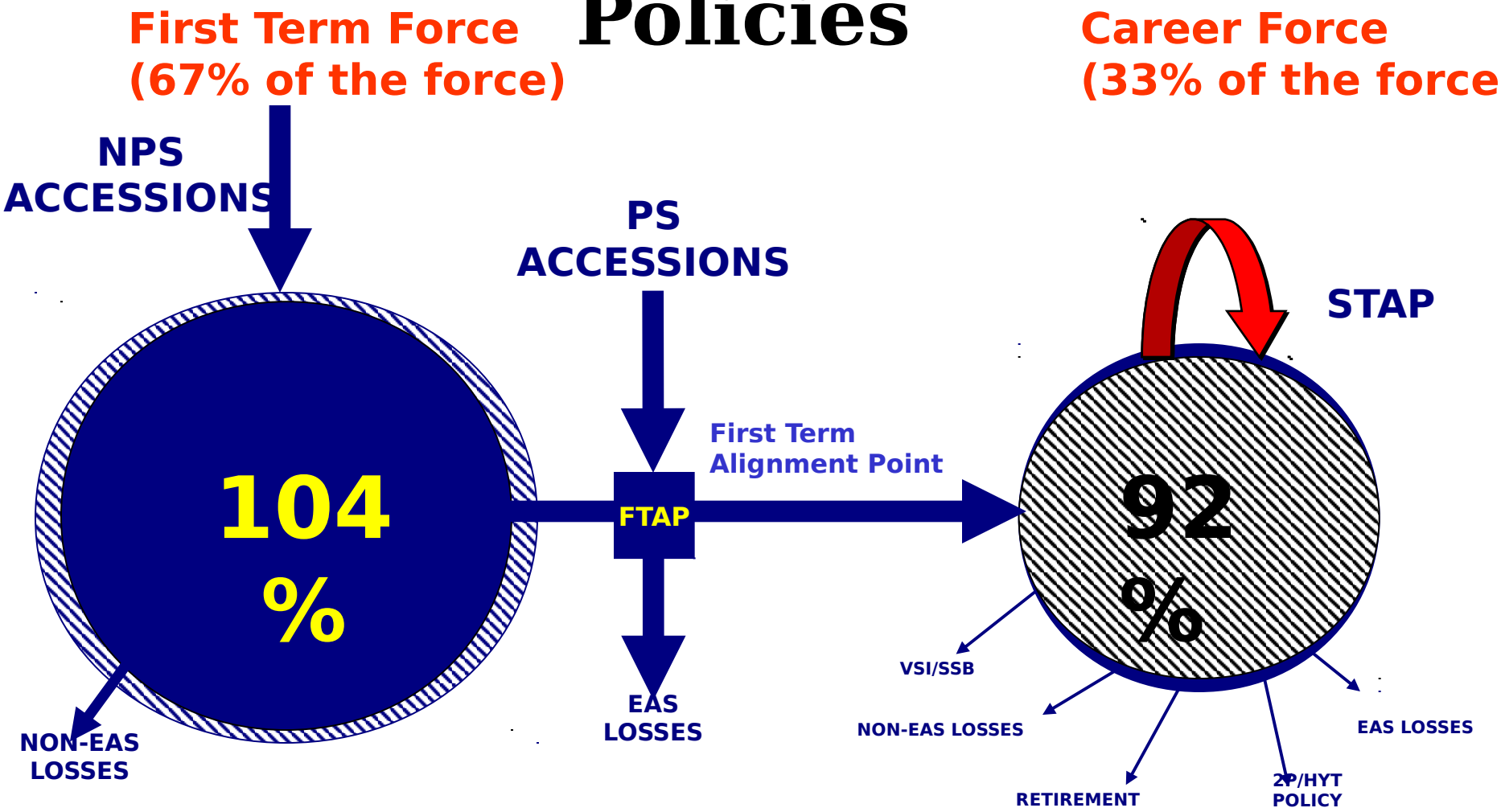
TRANSFORMATION FROM CIVILIAN TO TRAINED MARINE requires 3 commands, 4 hand-offs, & 5 information systems

Retention Requirements

Policies

- First Term Alignment Plan (FTAP)
- Subsequent Term Alignment Plan (STAP)
- Service Limits
- Restrictions on Prior Service Accessions
- Promotion by MOS
- Variable Selection Opportunity
- Restrict Meritorious Promotions
- Grade Shaping
- Voluntary Early Transfer to the FMCR Program

Retention Requirements Policies



Dark circle is required; striped circle is inventory

Promotion Requirement

- By vacancy and “seniority”
- Composite score for NCOs by PMOS
- Selection Boards for SNCOs by PMOS
- Promotion by seniority
- Meritorious Boards do not consider vacancies

Promotion Timing

Enlisted

Grade	1985	1989	1993	1997	2001	2002	Goal
E-5	4.4	5.6	5.6	4.7	4.2	3.9	4.0
E-6	7.7	9.6	10.5	10.6	8.4	7.5	8.0
E-7	12.1	14.1	14.9	15.4	14.4	13.5	13.0
E-8	17.6	18.0	18.6	18.9	19.0	18.5	17.5
E-9	22.6	21.7	22.2	22.4	23.0	21.8	22

Promotion Timing
Enlisted

- FY 2002 Staff Sergeant Promotions
  - PMOS # AVG TIS
  - 267X 12 6.2 years
  - 3537 85 8.5 years
  - 3043 134 10.3 years
- FY 2002 Gunnery Sergeant Promotions
  - PMOS # AVG TIS
  - 0231 26 12.2 years
  - 3529 44 14.0 years
  - 0369 197 15.8 years

Staffing

- Objective: “Best" distribution of current assignable inventory to meet the Marine Corps authorized strength requirement IAW current Marine Corps staffing precedences
  - Excepted: Manned and Staffed at 100% of T/O
    - Includes all grades / MOSs
    - HMX-1, MCRC (over 100% of T/O)
  - Priority: Manned and Staffed at 95% of T/O
    - Grade / MOS substitutions allowed
    - Infantry Bn and Flying Squadrons
  - Pro-share: gets what’s left
    - Divisions, FSSGs

Precedence Levels

Excepted (100% of T/O)

- HMX-1 Structure (Pres Supt) (85/381)
- MCRC Structure (Dist & below) (438/3213)
- MEU CE Structure (133/273)
- JDAL (540/0)
- MSG Bn (33/1238)
- I&I Staffs Reg't and below (367/3428)

Totals (1596 Officers/8533 Enlisted)

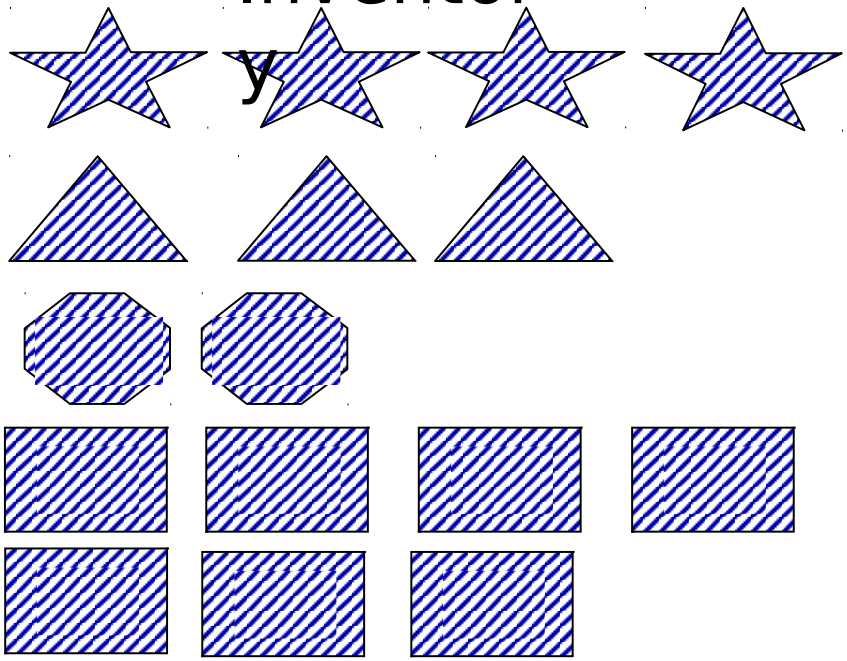
Priority (95% of T/O)

- MEF Command Elements (346/405)
- Reconnaissance Units (66/977)
- HQMC Departments (520/545)
- CBIRF (21/317)
- Joint and External Billets (1205/1121)
- Formal Schools (960/5276)
- MCRD (366/3255)
- MCRC HQ (43/47)
- MARFOR Forward HQ (58/78)
- Infantry Battalions (1080/20568)
- Flying Squadrons (2455/16484)
- Radio Battalions (79/1164)
- CSSDs (79/1177)
- I&I Staffs Div/Wing/FSSG HQ (107/357)
- MarBks Wash D.C. (ceremonial) (19/538)
- Blue Angel Support (4/12)
- Bands (7/350)
- MCSF Bn (104/2364)

Totals (7519 Officers/54550 Enlisted)

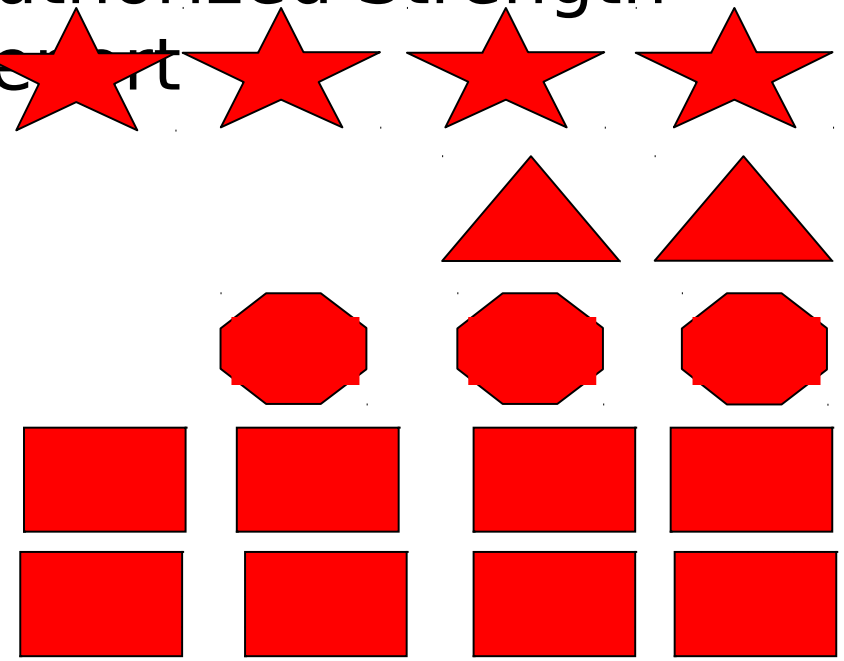
Assignment Requirement

Inventory



Grade, Skill and other

Authorized Strength Report



Grade, Skill, and Unit

Take Aways

TFSD= Mission Requirements= Billets
TFSD outputs= TL + T/O&E + ASR + MCB 5400

M&RA builds and assigns inventory to fill billets

Complexities

Requirements $\not\equiv$ Reality

QUESTIONS?

End-Strength (FY03) by Grade

Grade	RQMT	Funded Distrib.	Executed Distrib.
E9	1416	1390	1416
E8	3484	3318	3484
E7	8572	9027	8572
E6	14834	14800	14834
E5	24051	23263	23794
E4	29470	30100	29808
E1-E3	81536	75014	75004